

**BY ORDER OF THE COMMANDER
AIR FORCE RESERVE COMMAND**



**AIR FORCE RESERVE COMMAND
HEADQUARTERS OPERATING
INSTRUCTION 36-502**

22 November 1996

Personnel

**AFRES CIVILIAN PERSONNEL RESOURCE
MANAGEMENT**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(Ms Emma Harrison)
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This operating instruction implements AFRPD 36-5, *Civilian Personnel Resource Management*, and establishes procedures for managing USAFR civilian personnel resources. It applies to all HQ AFRES staff agencies.

SUMMARY OF REVISIONS

This revision incorporates the procedures formerly in HOI 40-5. It updates, clarifies, and streamlines previous guidance on procedures and responsibilities for managing USAFR civilian personnel resources.

1. Objective. The Air Force Reserve needs to manage civilian personnel resources within budget while balancing:

- 1.1. Mission needs.
- 1.2. Operational economy and efficiency.
- 1.3. Recruitment and retention of competent people.
- 1.4. Affirmative Employment initiatives.
- 1.5. A culturally diverse workforce.

2. Civilian Resource Management Responsibilities. The Office of Air Force Reserve (HQ USAF/RE) is responsible for the development of projected manpower authorizations, employment levels, and work year versus cost estimates associated with approved USAFR programs. In conjunction with the development of these estimates, HQ USAF/RE determines and defends the work year requirements and dollar funding needed to support these programs. The handling of civilian resources requires a highly efficient

work year management and funds control program by AFRES throughout the year. A work year management program provides procedures whereby resources which cannot be used as allocated may be temporarily diverted to other programs. Authorization of overhire positions will be limited to supporting validated unfunded requirements and temporary increases in work load which are beyond the capability of the unit to accomplish within existing manpower resources. Managing civilian resources requires full cooperation of the complete AFRES staff in determining the priority of tasks so that diverted civilian resources are used effectively.

2.1. HQ AFRES/Directorate of Personnel (DP)/Directorate of Financial Management (FM)/Directorate of Plans (XP):

2.1.1. Jointly develop, defend, and coordinate operational procedures to support the funding and use of civilian pay budget; allocate manpower resources; and forecast, execute, and adjust budget as approved by the command Financial Management Board (FMB).

2.1.2. Provide integrated advisory services for optimum management of civilian resources, personnel, budget, and manpower functions.

2.1.3. Jointly provide data systems support for the civilian resource management processes and corporate board structure.

2.2. HQ AFRES/Civilian Personnel Division (DPC):

2.2.1. In coordination with HQ AFRES/XPM and HQ AFRES/FMA, identifies work year requirements for civilian employment based on units' input.

2.2.2. Keeps abreast of program and budget decisions by participating as a member of financial working groups and planning committees.

2.2.3. On the basis of programmed strength and funds available, develops and maintains the command Civilian Employment Plan (CEP) based on units' input. This responsibility includes revising plans to reflect changes in resource (manpower and funding) priorities.

2.2.4. Monitors work year utilization as the basis for more effective use of resources.

2.2.5. Advises on employment planning.

2.2.6. Ensures proper use of funds and that funding requirements are established and obtained.

2.2.7. Analyzes, evaluates, and forwards to Air Force (HQ USAF/DPC) for approval all proposed reportable reductions-in-force (RIF) resulting from programmatic decisions or funding constraints.

2.2.8. Monitors excess/surplus HQ AFRES employees to ensure prompt placement into authorized positions, or RIF action.

2.3. HQ AFRES/Manpower/Organization Division (XPM):

2.3.1. Receives and processes all requests for overhires.

2.3.2. Validates overhire requirements using manpower directives, manning guides, estimating factors, and standards. Provides assessment of validity to AFRES functional office of primary responsibility for its recommendation of approval or disapproval.

2.3.3. Using AFRES Form 261, **Unfunded Requirement and Overhire Authorization Advisory**, coordinates overhires with HQ AFRES/DPC and HQ AFRES/FMA before release to the affected unit.

2.3.4. From appropriate manpower authorization files, provides a monthly summary of the unit manpower document (UMD) and overhire authorizations to HQ AFRES/DPC and monthly overhire data in three categories; that is, continuing requirements (permanent), conversions, and other to HQ AFRES/FMA.

2.3.5. Advises HQ AFRES/DPC and HQ AFRES/FMA of any changes in approved AFRES manpower programs that may impact on civilian employment as soon as this information becomes available.

2.3.6. Assists HQ AFRES/DPC in preparing the annual command CEP.

2.3.7. Advises on the development, validation, optimum and proper use of manpower requirements.

2.3.8. Ensures proper manpower requirements are established and obtained.

2.4. HQ AFRES/Financial Analysis Division (FMA):

2.4.1. Ensures necessary funds are included in the command financial plan for civilian personnel employment costs.

2.4.2. Advises HQ AFRES/DPC of the number of work years which current funding will support for the fiscal year as soon as this information becomes available.

2.4.3. From appropriate accounting documents, provides HQ AFRES/DPC with a monthly update of work years used for the month and for the fiscal year to date.

2.4.4. Assists HQ AFRES/DPC in preparing the annual command CEP.

2.4.5. Develops budget estimates and justification documents based on approved manpower programs.

2.4.6. Distributes funding targets to each AFRES unit/installation based on approved manpower programs.

2.4.7. Computes the command-wide civilian pay program based upon Future Year Defense Program (FYDP) approved end-strengths, projected work years, the UMD, and historical employment experience at each operating budget account number (OBAN).

2.5. All AFRES Staff Agencies. Review overhire authorization requests within their functional areas to ascertain their feasibility or recommend the positions as UMD authorizations instead of other current authorizations. When possible, refrain from initiating optional personnel actions which could result in excess/surplus AFRES employees (that is, upgrading a position when it is anticipated the current incumbent will not be competitive, etc.).

DAVID S. SIBLEY, Brig Gen, USAFR
Assistant Vice Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Manpower Authorizations - Manpower requirements allocated in the Unit Manpower Document (UMD) which conform to end-strength as authorized in HQ USAF Manpower Authorization Voucher (MAV).

Manpower Requirements - Manpower needed to perform mission-essential work loads based upon application of established manning guides and factors.

Unfunded Requirements - Manpower required to perform work loads or missions which have been approved by HQ AFRES but which cannot be supported with manpower authorizations due to nonavailability of resources (that is, funding, spaces, or grades).

Work year - Synonymous with man-year. The equivalent of one full-time employee employed for a full year. One work year may refer to more than one employee when the combined services equate to one employee for a full year.

Attachment 2

GOVERNING AND INTERFACING PUBLICATIONS

Implementing Publications

AFPD 36-5, *Civilian Personnel Resource Management* (formerly AFR 40-112)

AFPD 36-1, *General Civilian Personnel Provisions and Authorities* (formerly AFR 40-102)

Interfacing Publications

AFPD 36-2, *Employment and Affirmative Action*

AFI 36-502, *Managing Civilian Personnel Resources* (formerly AFR 40-112)

AFI 38-201, *Determining Manpower Requirements* (formerly AFR 26-2, Vol II)

AFRESI 38-201, *Manpower Authorization, Allocations, and Change Requests* (formerly AFRESR 26-1)

AFRESI 36-501, *AFRES Position Management and Classification Program* (formerly AFRESR 40-6)

HOI 36-112, *Processing HQ AFRES Personnel Actions*